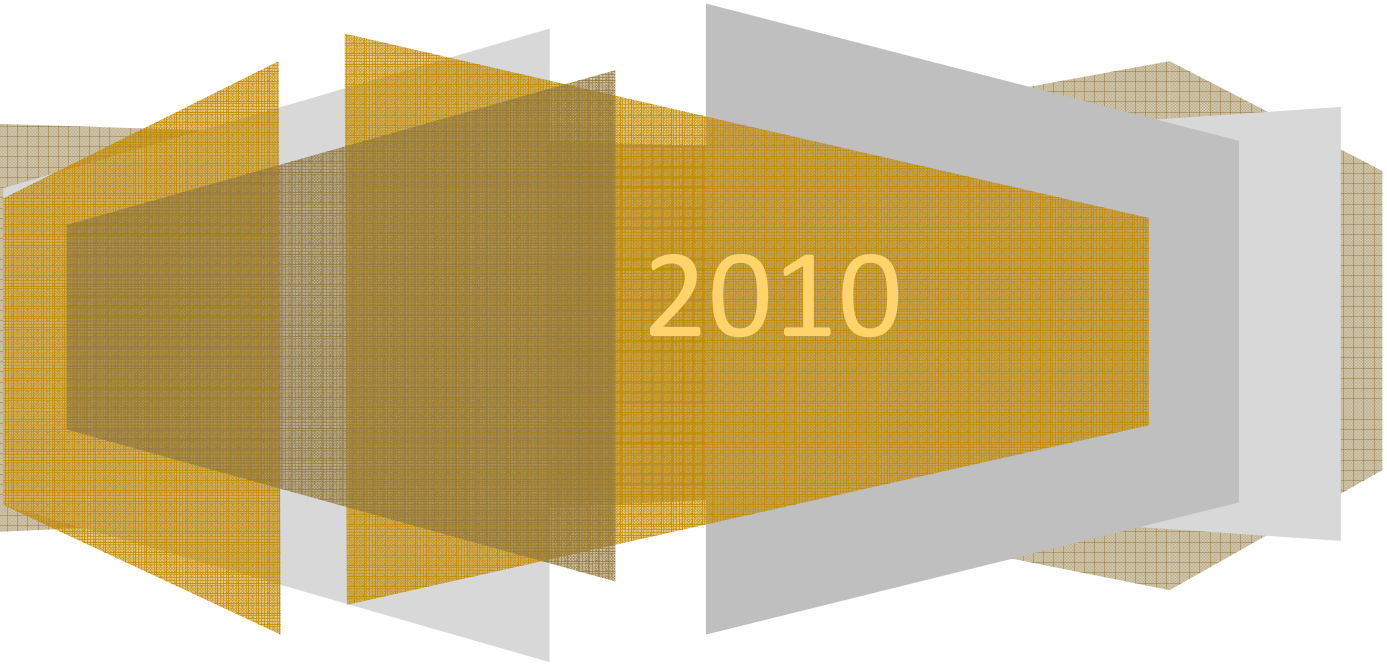
ITRMC REVIEW OF PROJECTS

OCTOBER 2010

Office of the CIO



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Idaho Public Television Replacement Phone System

Agency Director Peter Morrill

Project Manager Rich Van Genderen, Director of Technology

Type of Project Phones

Total Project Budget $80,000 (Budget request for FY 2012)

Project Start Date July 2011

Estimated End Date September 2011

Project Summary

This project request is to replace IdahoPTV's current NEC IPS2000 phone system purchased in 2004. At the beginning of FY 2012, the phone system will be seven years old. IdahoPTV is currently experiencing reliability and maintenance issues with this system, including complete outages of the voicemail system for extended periods. The voicemail component of the system is no longer supported by the vendor. IdahoPTV has ruled out repairing or selectively upgrading the current system due to the age and instability of the system.

Through this replacement project, IdahoPTV hopes to gain a reliable phone system that will meet or exceed current internal and Federal Communications Commission (FCC) mandated needs for telephone communication. There are several features that the current system does not support that would allow for more efficient and effective interface between the general public and IdahoPTV including:

- Voicemail and Unified Messaging which allows users to receive all messages in one inbox.
- Single number reach that allows users to be reached anytime, anyplace with a single phone number and voicemail box.
- Caller ID logging that allows users to access all numbers for received calls.
- Second-line caller ID so a user can identify who is calling when they are on another call.

The State Board of Education (SBoE) approved this capital replacement cost as part of IdahoPTV's FY 2012 budget request.

Business Case

Cost/Benefit Analysis

Benefits of the system range from compliance with federally mandated requirements to operational efficiencies that save ongoing labor costs. Further, a reliable phone system supports ongoing revenue from private donations that are critical to IdahoPTV's mission. Expected benefits include the following:

- Minimize risk of phone system failures, which cripple critical daily operational tasks and communication.
    - Current system will be seven years old at beginning of FY 2012.
    - Current voicemail component is no longer supported by vendor.

- Avoid FCC fines from non-compliance. Although exact fines are non-cognizable, there is an additional risk of losing FCC licenses for public broadcasting that are mission-critical to IdahoPTV.
- Reliable voicemail for missed calls from other agencies and the general public.
- Reduce on-going personnel and equipment costs of system maintenance.
- Personnel cost efficiencies from new technology features (listed above in 1-B).
- Reliable service, support, and communication with over 24,700 active private donors throughout the state that contribute more than 63% of annual operating revenue.

Risk or mandate that the project addresses

The following risks exist in the absence of a reliable phone system:

IdahoPTV is licensed by the Federal Communications Commission (FCC) as a public broadcaster and must comply with the Code of Federal Regulations (CFR) in regard to a functional phone system on a 24-hour per day, seven days per week basis. Calls must be received and related issues addressed in a timely manner for programming, technical complaints and closed captioning issues (24 hour maximum). These rules, as found in CFR code 47CFR79.1, state that a phone number must be listed and have capability to record complaints or comments during non-business hours. Specifically, this rule compels IdahoPTV to respond to the viewer technical and closed captioning issues within 24 hours. Failure to comply with this rule may result in fines imposed by the FCC and possible license forfeiture.

Additionally, as required by CFR code 47CFR73.1125(e), "each AM, FM, and TV broadcast station shall maintain a local telephone number in its community of license or a toll-free number." This requirement directs the license holder to maintain a functional telephone system and a toll-free number for other areas of the state outside of the Treasure Valley to register complaints and technical issues. Additional FCC mandates apply to this project. Please see "Addendum – Legal Requirements" attached to this project review.

Further, IdahoPTV receives significant support from private contributions. Many of these gifts are received over the phone. IdahoPTV has a mission-critical need to provide donors a reliable means of contact and interface.

At the present time, the NEC phone system is increasingly unreliable and unable to perform the tasks previously described. Having reviewed several scenarios, the project team believes the system should be replaced to avoid potential FCC fines and resulting impact on the broadcast licenses.

Federal Mandate References:
47CFR79.1(i) See addendum
47CFR79.1125(e) See addendum

Current system is not supported by vendor, and thus attempting to patch/upgrade certain components leaves exposure to risk of non-compliance with FCC regulations.

Budget

Total project cost is $80,000.
Hardware: $ 41,000
Software: $ 29,000
Contracted Services: $ 8,000
FTP's: $ 1,000 (no new personnel)
Training: $ 1,000

Sources of funds: State General Fund appropriation for replacement capital in FY 2012.

Schedule

All work to be completed within first quarter of FY 2012.

Milestones

Installation of equipment and pre-conversion testing. Once tested, conversion from old systems will be nearly immediate.

Critical time constraints and dependencies

Before failure of current system; or before experiencing more frequent voicemail outages. Unknown when this might happen – hoping to get through next nine months.

Collaboration

IdahoPTV must have the ability to manage users, extensions and our settings within our network. However, IdahoPTV welcomes an opportunity for consolidated purchasing power with potential vendors.

Addendum – Legal Requirements

FCC 73.1206
Requirements pertaining to transmission of phone calls compiled with-party to phone call either informed prior to recording or broadcast of phone conversation, is associated with station, or originates phone call and station customarily broadcasts telephone conversations.

FCC 73.1225(c)(1)
Equipment performance measurements available for FCC inspection.

FCC 73.168
FCC notified within 24 hours of commencement or operation with an emergency antenna. (need to be able to call FCC).

FCC 17.48
FAA notified if antenna tower lighting fails for more than 30 minutes.

FCC 73.1125, 73.1225(A)
Each station must maintain a full time managerial and non-managerial presence at the main studio during normal business hours so members of the public can reach responsible station personnel and receive access to the public inspection file. (Full time refers to the time the studio is open to the public, not the full or part time status of any one employee.)

FCC 52 Fr 21684 (JUNE 9, 1987)
Local or toll-free telephone number maintained in community of license.

47CFR79.1 (i)
(i) Contact information. (1) Video programming distributors shall make available contact information for the receipt and handling of immediate closed captioning concerns raised by consumers while they are watching a program. Programming distributors must designate a telephone number, fax number, and e-mail address for purposes of receiving and responding immediately to any closed captioning concerns. Distributors shall include this information on their Web sites (if they have a Web site), in telephone directories, and in billing statements (to the extent the distributor issues billing statements). Distributors shall keep this information current and update it to reflect any changes within 10 business days for Web sites, by the next billing cycle for billing statements, and by the next publication of directories. Video programming distributors should ensure that any staff reachable through this contact information has the capability to immediately respond to and address consumers' concerns. To the extent that a distributor has personnel available, either on site or remotely, to address any technical problems that may arise, consumers using this dedicated contact information must be able to reach someone, either directly or indirectly, who can address the consumer's captioning concerns. This provision does not require that distributors alter their hours of operation or the hours during which they have staffing available; at the same time, however, where staff is available to address technical issues that may arise during the course of transmitting programming, they also must be knowledgeable about and be able to address closed captioning concerns. In situations where a distributor is not immediately available, any calls or inquiries received, using this dedicated contact information, should be returned or otherwise addressed within 24 hours. In those situations where the captioning problem does not reside with the distributor, the staff person receiving the inquiry should refer the matter appropriately for resolution.

47CFR73.1125 Station main studio location.
(e) Each AM, FM, TV and Class A TV broadcast station shall maintain a local telephone number in its community of license or a toll-free number.

Idaho Transportation Department: Fleet Management

Agency Director Brian Ness

Project Manager Juan Oleaga

Type of Project Systems Integration

Total Project Budget $788,000

Project Start Date March 2011

Estimated End Date March 2012

PROJECT SUMMARY

Idaho Transportation Department maintains in excess of 4,200 pieces of fleet equipment at a value of over $141,000,000. This includes everything from heavy equipment to fleet vehicles. Today, ITD utilizes an Equipment Management System (EMS) to track and monitor the inventory, and for maintenance and lifecycle planning purposes.

The current Equipment Management System (EMS) is 10 years old and requires two full time employees to maintain and has limited reporting and analytical capabilities.

This new system will be a component of the new Transportation Asset Management System (TAMS) that will provide one location for analysis and reporting of all ITD assets.

The Fleet Management Project will implement the Agile Assets Fleet Manager.

BUSINESS CASE

EMS is used by two groups of people for two different purposes. Senior management uses EMS for aggregated financial information for decision making purposes. Field personnel use EMS to record detail information such as maintenance performed, accident data records, inventory control, and purchase and inventory documentation. The requirements for reporting and transparent access to data exceed the capabilities of the current system.

Significant time and effort are required to extract information in a format desired by management and system users. The current system also lacks the ability to determine utilization, and optimal replacement recommendations based on use and maintenance efforts.

The new system will allow users to track agency equipment and fleet vehicles from “Cradle to Grave”. The new system will perform the following functions: maintain accurate records, forecast equipment life, track maintenance costs, determine wear-out rates, and schedule routine maintenance.

The new system will maintain a comprehensive historical equipment record. For example, an equipment record may display data such as job allocations, warranty dates, and usage rates, as well as model, make, and serial number. The new system also tracks maintenance costs for each piece of equipment including fuel expenditures, replacement parts, labor-hours spent on maintenance, and expected vehicle life. Furthermore, the system will help process, analyze and use the data to make better operational decisions and invest funds wisely.

The new system will assist decision-makers in defining optimal actions and controlling costs by leveraging information through comprehensive analytical and reporting tools.

The new system will also track equipment inventories, control equipment, make reservations and report utilization, manage equipment maintenance activities, track parts inventory and turnover and assign and track equipment depreciation, disposal and economical replacement costs.

BUDGET

This project was funded by SFY 2010 funds associated with Executive Order 2009-08 for ITD Management Systems. The estimated budget to implement the Fleet Management module is $788,000.

Source of funds
Funds appropriated for projects associated with Executive Order 2009-08 in fiscal year 2010.

Fleet Staff Projections
ITD Project Manager- Juan Oleaga
Business Lead – Steve Spoor
System Administrator – Vince Main
Business Administrator – Matt Shepler
Subject Matter Expert – Cynthia Gardner
Agile Assets Project Manager – Jim Lyle
ITD Business Analyst/Project Manager – Dan Hunt
Agile Assets Configurator – Himanshu Waikar

SCHEDULE, TIME CONSTRAINTS, DEPENDENCIES

The Fleet Management Project is scheduled to start in March of 2011. The project is not scheduled to start until the core asset management system (TAMS) has been implemented.

PROJECT RISKS

1) Limited ITD personnel are available to carry out the project due to implementation obligations in support of the TAMS system.
2) Potential loss of historical information could result due to the challenges of data migration from the old EMS system to TAMS.
3) Project is delayed until the Transportation Asset Management System is implemented.

POSSIBLE SOLUTIONS/ALTERNATIVES

Other alternatives to this module were considered, however, ITD has made a decision to reduce the number of disparate systems and create fewer core business systems that support multiple business areas within ITD. This reduces cost and the number of resources required to maintain multiple systems with the same functionality. Fleet Management will become a part of the overall strategy to have all of ITD's assets managed by one system that will provide consolidated information for management purposes.

COLLABORATION/CONSOLIDATION

ITD's Fleet Management System has the capability to provide Fleet Management Services for the State of Idaho, if the budget, resources and executive sponsorship are put in place to do so.

State Tax Commission Check 21 and Imaging System Upgrade

Agency Director Royce Chigbrow

Project Manager

Type of Project Electronic Document Management System

Total Project Budget $856,000

Project Start Date July 2011

Estimated End Date December 2011

Project Summary

This project will replace aged hardware with a more efficient process as well as implement Check 21. The current equipment's 10-year maintenance contract on hardware used to ensure timely deposits expired at the end of FY2010. The vendor will only continue maintenance through calendar year 2011. We currently experience periodic minor delays in the check depositing process resulting from downtime due to the aging equipment. Because of the critical nature to ensure timely deposits, the agency needs funding to:

1. Replace the outdated hardware with a more effective processing system to increase efficiencies for the agency
2. Implement Check 21.

New technologies are available that would allow replacing the existing equipment with updated hardware. The new system would add scanners that support imaging out of the envelope. The new technology includes "virtual batching" and eliminates the need to sort all incoming coupon-sized mail. This project meets industry standards and direction of revenue agencies nationwide.

Check 21 technology is an industry standard that allows depositing entities to electronically deposit revenues in place of the physical check. In addition to aligning our process with the national standards, this electronic process results in time savings when compared with the traditional manual depositing process. Depositing entities receive money quicker from the paying entity and additional interest revenues are also generated by depositing the funds earlier. To implement Check 21, the proper equipment and software must be used. Because the current processing equipment needs to be replaced it is a good opportunity to upgrade the hardware and software to implement Check 21 and improve processing efficiencies.

Project Charter

This project replaces aged hardware and adds Check 21 to the workflow. Current hardware used for check and coupon processing loses maintenance and support on December 31, 2011. New hardware and Check 21 will allow the Tax Commission to continue uninterrupted deposits of state revenues. Efficiencies gained from this project will generate additional revenue for the state. This project has the support of the executive sponsor Chairman Royce Chigbrow, the ISTC divisions of Revenue Operations and Information Technology, and the State Treasurer's Office.

Business Case

Cost/Benefit Analysis

The project can pay for itself in 2.5 years by:

1. Increasing interest income, which is supported by the Treasurer.
   a. At 4% interest rate, the state will generate approximately $268,000 in additional annual interest income.
   b. With improved balancing procedures due to the electronic processes, the agency can extend the cut off time for daily deposits.

2. Reducing the time it takes to make state deposits by eliminating handling the processing documents twice (approximately 1 million fewer items processed annually)
   a. Tax will save 1,200 hours in processing time. With the additional time, the employees will be able to spend more time assisting with collection activities. **The estimated additional revenue generated annually is $50,000.**

3. Eliminating the requirement to make physical bank deposit for checks in Boise and the five field offices. In the case of cash receipts, the agency is required to make deposits when it receives $200 or more.
   a. On average, each field office will make 1 deposit a week, which will save 1,800 hours a year. With the additional time, the employees will be able to spend more time performing collection activities. **The conservative estimated additional revenue generated annually is $22,000.**

Risk or mandate that the project addresses

Current processing risks – The agency deposits $1.5 billion into the state revenue system and is required by Idaho Code 59-1014 to make timely deposits. With the aging 7780s, the agency runs the risk of machines breaking down, which could result in missing deposits and violating Idaho code. For example, if one machine breaks down and cannot be repaired and half the deposits are delayed for a day perpetually, **the annual interest cost could amount to $134,000** (1/2 the interest savings of depositing the revenue one day early). This amount increases as backlog and delays increase. Other temporary backup plans create similar results as employee hours increase, bank charges increase for manual deposits and large volumes cannot be sustained.

Budget

Total project cost is $856,000
Hardware: $367,000
Software: $405,000
Contracted Services including maintenance: $84,000
FTPs: no new personnel

Sources of funds: 85% Idaho General Fund and 15% dedicated funds.

Schedule

2011 – Acquire Funding
2011 – Vendor Selection/Procurement
2012 – Project implementation
2012+ – Continued support

Milestones

April, 2011-Vendor Selection Process begins
July, 2011 – Project has received established funding
July, 2011 – Vendor selected, contract signed
August, 2011 – Complete design documentation, hardware order placed
September-November, 2011 – System Development by vendor.
December, 2011 – System is on-site and being tested
January, 2012- System is installed and in use

Critical time constraints and dependencies

December, 2011 – With maintenance and support ending December 31, 2011 on the current check imaging hardware (7780s), the agency runs the risk of machines breaking down, which could result in violating Idaho Code 59-1014 by not making timely deposits.

January 15, 2012- Project implementation prior to the start of tax drive 2012 is critical in guaranteeing uninterrupted deposits of state revenue (38% of the State's revenue is deposited January through April).

Known risks and mitigation strategy

Implementation timeline – project risk. Because the maintenance on the existing hardware expires on December 31, 2011 and the agency's heavy processing season starts in mid-January, the project must be completed by December 31, 2011. To meet timelines and budget, the milestones and critical path must be managed properly. Because of the proven partnership with the current vendor and the business matter expertise available to this project, we do not anticipate any project issues. The agency also has past experience implementing successful large-scale projects. This project has executive management support, a defined scope, clear project plans and timelines and a solid project management team ready to implement this project successfully.
Completed Risk Assessment G215.

Possible Alternatives

- Continue using the current unsupported (as of Dec 31, 2011) system and use work-around systems in case of failure. The work around systems would cause a delay in making deposits and would result in a loss of interest income and revenue for the state.

- Other hardware configuration options did not provide improved efficiencies and appropriate scale for business need.

Criteria used to make decision

The following criteria were used to determine the best viable solution given the current situation.

1. Provides long-term solution to ensure timely revenue deposits based on industry standards for volume and workflow while improving internal controls.
2. Improves depositing processes to earn additional interest for the state.
3. Improves efficiencies to allow more resources to work on Tax Gap initiatives.
4. Integrates and improves current processes.

Collaboration

Tax currently processes tax returns and payments for other counties and entities and is willing to discuss the options with other interested parties. The infrastructure will provide an opportunity for other state agencies to utilize the Check 21 capabilities.

Idaho Department of Fish and Game: Voice over IP (VoIP)

Agency Director Cal Groen

Project Manager Steve Bailey
Type of Project Phones/VoIP

Total Project Budget $200,000 (estimate)

Project Start Date July 2010
Estimated Duration 5-7 years

PROJECT SUMMARY

The details of this project are preliminary, at best. The reality is that this project is still in the evaluation stage and its implementation plan and associated schedules will rely entirely on available funding, resource availability, and the state of aging legacy phone systems in the Regions and sub-Regions.

Problem Statement

The legacy phone systems at The Idaho Department of Fish and Game are in various stages of aging. In addition, each system (10 current disparate systems) has different capabilities and configurations. They are hard to manage, hard to quantify in terms of cost, and are getting harder to maintain. System outages are frequent.

Why VoIP?

The trend in telephone systems nationwide (and worldwide) is toward VoIP. Some estimates indicate that businesses moving to VoIP can expect to save as much as 30% over existing phone costs, while gaining greater flexibility and capability.

We have been using Gartner as a consultant on VoIP technologies. Gartner has estimated 30% of US phone service is already on IP, not PBX. It is the fastest changing technology in the marketplace and is expected to be 90%+ within the next 5 years. Gartner analysts have stated: If you aren't at least planning a move to VoIP within the next 3-5 years, you should be. Manufacturers of legacy phone systems are rapidly moving away from producing traditional phone systems and are transitioning fully into IP-based systems.

BUSINESS CASE (BENEFITS)

One Department Phone Directory
Enabling of voicemail to email for all staff (currently only at HQ).
Better, more reliable up time (redundancy).
Phones can be configured to follow users (no need to give out cell phone number).
Centralized management.

Implementation of Emergency Alert options for front desks in all regions (a current requirement that has not been met).
Better paging options.
Better conferencing options.
Reduced maintenance costs (30%??). One system VS 10.
Elimination of Centrex lines.
Lower per-call costs
Easier management of help desk and customer-centric communications.
Integration of non-ip phones (can stage the deployment).
Recording calls (sent as emails). This is an increasing need.
Keep the PBX systems for failover when network is down
Solves one Disaster Recovery communications issue.
Provides for more effective integration with a State VoIP solution if/when one is adopted.

BUDGET

There is no overall cost breakdown or project plan thus far. As we work through the state of all systems within Fish and Game, we will develop a budget for each facility and HQ, detailing Hardware, Software, Licensing, and service costs.

SCHEDULE, TIME CONSTRAINTS, DEPENDENCIES

We took the opportunity to jumpstart the project in July due to a requirement by our Eagle hatchery and the pending implementation of MPLS and QOS in our Regions. Our most significant issue today is that no one can tell me precisely how much we spend on telephone systems at each Region, sub Region, or hatchery. That makes cost comparisons and potential savings analyses difficult at best.

In July we learned that our Eagle Hatchery was undergoing extensive renovations. One of the requirements was a new phone system. Rather than having them implement a new PBX-based system, we encouraged them to look at VoIP. With the aid of CompuNet's network engineers, were able to configure a system for the hatchery without increasing the hatchery's costs.

As a result of our discussions around how best to meet the Hatchery's needs, we determined that we should be working VoIP configuration work into the current work planned for the Regions and HQ. We are currently deploying new servers to all Regions, MPLS in all Regions, QoS in all Regions, and new routers in about one half of all the Regions. It was determined that we could include the implementation of VoIP templates at the same time. It was also determined that for a little extra investment, we could implement the appropriate hardware and licensing at HQ to enable VoIP in Eagle and build the infrastructure large enough to accommodate the rest of the Department when we're ready to proceed.

Eagle Hatchery is now up and running on VoIP. We had enough phones left over to implement McCall as well. The implementation at McCall is pending available resources from my staff. The rest of the project is on hold pending funding, but we are in a position where the bulk of the Router and server configurations are complete. As Regions are ready to move to VoIP, we'll need to purchase phones, licenses, provide user training, and perform some basic configurations at each location.

At present, we are not planning to augment staff. We will repurpose one or more positions to accommodate the management of VoIP.

State Tax Commission: Phone and Call Center Project

Agency Director Royce Chigbrow

Project Manager Rudy Zauel

Type of Project Phones/VoIP

Total Project Budget $817,600

Project Start Date July 2011

Project End Date June 2012

Project Summary

This project will replace the phone and call center infrastructure for the Tax Commission. The current phone system is over 12 years old and the vendor will no longer support this product, if anything on the system breaks, the vendor will "try their best" to fix it, but parts and knowledge of the system are becoming difficult to find.

Internally, we have implemented a moratorium on any changes to the hardware and software. This moratorium is in place to protect against the very real possibility that a change will cause a system failure that we cannot recover from.

A goal of this project is to support the capacity growth needed to support Idaho's Tax Compliance Initiative. The phone system is at capacity and not able to handle the growth beyond 2011. To continue the Compliance Initiative, some action will be necessary on the phone system to accommodate growth.

In addition to replacement another goal of the project is to provide improved call center features that will enable the tax commission to improve collections and increase the performance of our call center staff.

Project Details:

- Office locations and expected number of phones needed (total = 633). The scope of this request is to cover the Boise office and the Idaho Falls office, which are the oldest systems.
    - Boise – 550
    - Coeur d'Alene – 22
    - Lewiston – 10
    - Idaho Falls – 15
    - Pocatello – 18
    - Twin Falls – 18
- Use standards, features, practices, equipment, vendors, and contracts as similar as possible to other state agencies that have installed VOIP solutions.
- Replace or implement key call center features.
    - Blended inbound/outbound predictive dialer for 20 people in the Phone Power unit (1st level of collections)
    - Outbound dialing for 24 people in the Compliance Tech group (2nd level of collections)

- Inbound phone trees for 20 people in Tax Payer Services with automated self help.
- Software integration – Account "pops-up" on computer and pulls up that account in GenTax (our line of business application).
- Customer self help through software integration – customers can check on the status of returns/work items and perform simple tasks through the telephone.
- Outbound pre-recorded messaging with text-to-speech for case numbers so CPA's can return calls for issues related to a specific tax payers.
- Real-time management reports on agent activities.

Business Case

The cost/benefit analysis developed for the project.

IMPROVED COLLECTIONS

The new call center features available in the modern call center system are expected to improve phone based collections by 2% or $845,687 annually, in which case the system pays for itself in 0.97 years.

A description of the risk or mandate that the project addresses.

RISK OF FAILURE

The existing phone system is currently at risk of failure. It is beyond its end of support with the vendor, Lucent (Avaya). The Call Management System (CenterVu V11) is no longer supported at all. The Phone Switch (Definity G3si V11) and Voicemail (Audix 4.5) are on extended support contracts, under which the vendor will "try their best" to fix the problem, but part availability and system knowledge are decreasing every year.

If the phone system did experience a massive failure, the lost revenue from the phone based collections units equals $20,329 per hour. The new system would pay for itself in 40.2 hours of uptime. In addition to the lost revenue from collections the Tax Commission would not be able to function or meet its mission until the system was fixed, or quickly replaced.

ABILITY TO SUPPORT IDAHO'S TAX COMPLIANCE INITIATIVE

If the phone system isn't replaced by 2012 the existing system will limit the number of phones in the Boise office and puts the Tax Compliance Initiative at risk. The goal for the Tax Compliance Initiative is $11.4 Million in FY 2011 and $16.4 Million in FY 2012.

Budget

A. **Overall budget** $817,600
    a. **Hardware**: $393,400
    b. **Software**: $135,600
    c. **Contracted Services**: $288,600
    d. **FTP's**: $0
    e. **Training**: $0
B. **Sources of fund** 85% Idaho General Fund and 15% dedicated funds.
C. **Constraints on funding**: Approval of DFM, Governor, JFAC, and Legislature.
D. **New Personnel**. None

Schedule

A. **Project Schedule**
2010 – Acquire Funding
2011 – Vendor Selection/Procurement
2011 – Project implementation
2012+ - Ongoing support

B. **Project Milestones**
June, 2011 – Temporary mitigation for growth needed for Compliance Initiative
July, 2011 – Project has received funding
November, 2011 – Vendor selected, contract signed
January, 2012 – System is on-site and being tested
June, 2012 – System is installed and in use.
June, 2012 – Old system is decommissioned.

C. **List of critical time constraints and dependencies**.
July, 2011 – Tax Commission will need to put in place a mitigation strategy to handle the growth from the Tax Compliance Initiative that will begin in July, 2011. As it stands the current system will not be able to handle the growth needed to support the FY2012 Tax Compliance Initiative.

Project Risks

A. **Listing of known risks and the mitigation strategy for each**.
    1. Current system fails before a replacement system is in place.
        a. Depending on the timing of the failure, rush the new system in place.
        b. Depending on the scope of the failure, eliminate non-critical phone users.
    2. Scope Creep. There are a lot of features available as part of this phone system upgrade. In order to meet timelines and budget the scope will have to be properly managed.

B **Completed Risk Assessment G215**.

Possible Solutions / Alternatives

A. **Listing of alternatives considered**

Continue using the current unsupported system and purchase smaller systems to supplement the growth.

B. **Description of how project meets ITRMC standards and policies**

Tax will continue working with Cheryl Dearborn (Office of the CIO) to ensure we are in alignment with ITRMC.

Collaboration / Consolidation

A. **List of possible opportunities for collaboration**.

Tax is starting conversations with DHW and DOL to discuss their use of predictive dialers.

Started conversation with Cheryl Dearborn about ways in which we could collaborate with other agencies.

Collaboration concerns:

1. Other agencies would not need the predictive dialer features needed by Tax, which is a large part of the cost and focus of this project.
2. Tax will use Federal Tax Information (FTI) on this system and the IRS may have difficulty with the hardware being located outside of the Tax data center.

WISPr WIC Replacement System

Agency Director Richard Armstrong
Project Manager Vickie Flatt, ITSD
Type of Project Automated Software Development
Total Project Budget $2,949,416
Project Start Date January 2010
Estimated End Date September 2011

Project Summary

The purpose of this project is to replace the current mainframe WIC computer system (IWCS) with a new web based, internet accessible computer system in order to improve current business processes and provide better customer service.

The project will replace the system currently used to support local agency operations and state level program management in Idaho's Supplemental Nutrition Program for Women, Infants, and Children (WIC Program) with more current technologies. This specifically represents the acquisition of hardware, software, project management, quality assurance, and information technology personnel support required for the system replacement.

Strategic Alignment

This project is in alignment with two Department of Health and Welfare strategic goals.

Goal: "Strengthen individuals, families and communities."
WISPr will give WIC program staff members more time to manage cases which will bring stability to families enabling them to receive more timely benefits.

Goal: "…Align Structures, People, and Technology while improving communication and customer service…"
WISPr will provide better customer service by giving WIC staff a better way to track and measure outcomes and data which in turn will allow WIC staff to manage cases and ensure vendors are not committing fraud.

Business Case

Project Objectives

- Provide a more intuitive solution through the use of newer technologies in order to reduce user training and increase staff productivity.

- Improve system accessibility for satellite offices by providing a web based internet accessible system in order to improve customer service.

- Improve program integrity by integrating a third party software solution for appointment scheduling and management of facility resources with the new web based replacement solution.

- Utilize our agile methodology for the solution development. Idaho's Agile methodology requires critical integrated ownership of the user community during initial development. This approach to development eliminates much of the time consuming burden from user acceptance testing (UAT) and pushes it earlier in the development cycle. The result is a more efficient, lower risk UAT with far fewer modifications.

- Create a system that will automate business processes so that errors and paperwork associated with maintaining paper participant files is reduced.

- Create a system that will capture the required data in order to provide more accurate information.

- Create a system that will allow access to specified data so that WIC program staff can create reports and manage clients and vendors.

- Create a system that will be secure and accurate so that fraud and abuse can be minimized.

- Create a system that is easy to modify so that the system can be made to meet future needs.

Budget

Total Project Budget $2,949,416 ($2,556,978 ARRA funded)

Hardware: $ 65,800
Software: $ 29,600
Resources: $2,854,016

Sources of funds: USDA Funds were approved October 2009 and available through September 2012.

Schedule

Project to be completed September 2011.

Current Status:

Completed:
- The development environment has been established.
- The WISPr Application Infrastructure has been developed.
- System Administration includes security, user management, and clinic management

In Process:
- Data Conversion from the legacy system
- Business Functionality
  - Certification (service eligibility)
  - Business rules engine
  - Nutrition assessment

Remaining Functionality:

- Food Management
- Food Issuance
- Grid Growth Charting
- Appointment Scheduling
- Vendor Management
- Financial Management/Reporting

Collaboration

WISPr must integrate with Department of Health and Welfare's Benefit Eligibility System and the Enterprise Client Directory.

PROJECT RISKS

1) Implementation of the system will be faced with both training and user adaptability risks. All WIC services are provided by contracted external agencies. This user base represents nine autonomous organizations and cumulatively about 200 users that work to provide WIC services. Their staffing constraints and autonomous leadership limit the active involvement of users in the development of the new solution.
2) WIC services are provided throughout Idaho in addition to servicing participants from limited areas surrounding the state. Connectivity is a challenge in many geographically remote areas. Some offices currently have no system access. WISPr is being developed for internet access in order to maximize system access. System access and performance remain an area of high priority for the project.
3) The current legacy WIC system does not provide much of the functionality needed to provide WIC services. As a result, existing WIC business processes are driven by manual processes and paper case files. These processes are widely diversified due to the autonomy of our various contracted agencies. The WISPr solution will need to be flexible in order to meet the needs of those autonomous organizations.

Idaho Department of Health and Welfare: Web Infrastructure Information Technology System (WITS) Enhancements and Implementation for Adult Mental Health and Substance Use Disorders

Agency Director Richard Armstrong
Project Manager Monty Fleenor
Type of Project Business automation
Total Project Budget $2.19 million
Project Start Date July 2008
Estimated Duration 5 years
Executive Sponsors Kathleen Allyn, Administrator, Division of Behavioral Health
Michael Farley, Administrator, Information Technology and Services Division

PROJECT SUMMARY

The Division of Behavioral Health (DBH) serves some of Idaho's most vulnerable populations; adults diagnosed with a mental illness (AMH), children diagnosed with a mental illness (CMH) and those individuals with substance use disorders (SUD), and with both substance use and mental illness.

In the early 2000s the software vendor FEI, Inc. developed an application that became known as Web Infrastructure Information Technology System (WITS). The states that selected this product created a consortium whereby functionality and costs could be shared across the user-base.

WITS was initially designed for managing those individuals with SUD and to collect treatment data for submission to Federal partners at the Substance Abuse and Mental Health Services Administration (SAMHSA).

WITS continues to be a vendor built, vendor hosted application that is accessed through a Web Browser. Additionally, the vendor provides level II and III support for WITS. As part of WITS consortium, Idaho takes part in cost-sharing for new functionality that multiple states request and leverage functionality developed for other states within the consortium.

In conjunction with the Office of Drug Policy (ODP) and in compliance with recently enacted legislation requiring all SUD provider to use the same initial assessment tool, WITS was implemented for use by Substance Use Disorder providers in January 2008. This initial implementation took place under a contract between FEI and ODP.

As part of an automation consolidation effort within DBH, a separate contract between FEI and Department of Health and Welfare, was entered into for the enhancement and implementation of WITS for AMH. This began in July of 2008, with enhancements completed and tested in June 2009. Training was completed and WITS was implemented for AMH in October 2009.

The current functionality of the software includes: Client demographics, Clinical Treatment, Dispensary, Billing, Clinician Alert system, required data collection and extraction for Federal Reporting, bi-directional data transfer between WITS and the common assessment tool as well and standard and ad hoc reporting capabilities using Microsoft's SSRS product.

To assist in improving the efficiency and effectiveness of client care through the enhancement of automation, DHW once again entered into a contract with FEI. In addition to enhancing current features, new functionality include (1) the ability for providers to submit claims electronically through the HIPAA compliance format 835 and 837 (2) to request additional services electronically, (3) initiate a contract management module, (4) initiate a provider scheduling module and (5) begin collecting additional treatment data when changes in providers or treatment level occur.

Currently, the WITS software is being used by private clinicians who provide treatment service to state-eligible individuals with SUD and by clinicians that work for Department of Health and Welfare's Regional Mental Health Centers.

BUSINESS CASE (NEED and BENEFITS)

Prior to the implementation of WITS, software operations within the Division of Behavioral Health found each of the seven Regions using its own manual version of treatment management. This disparity of systems made data aggregation difficult when attempting view the efficiency, adequacy and effectiveness of AMH and SUD treatment from a statewide perspective.

In 2007, the Idaho Legislature funded initiatives that allowed for a review of the state's current mental health and substance abuse treatment delivery system, and for the development of recommendations to improve the system.

In 2009, the Governor, under Executive Order No. 2009-04, created the Behavioral Health Transformation Work Group (BHTWG). Members of the BHTWG were appointed by the Governor and specifically tasked to develop a plan for coordinated, efficient state behavioral health infrastructure.

The continued improvements in Idaho's behavioral health system is paramount to providing efficient, adequate, and effective care and the flexibility of the WITS application and ability to leverage enhancements made by other states in the WITS consortium, allows Behavioral Health to meet the goal of improved care.

BUDGET

As indicated in the project summary section, this initiative is the result of three separate and distinct contracts and subsequent amendments. The funding has come from the following three sources: (1) general funds, (2) grants, and (3) The Office of Drug Policy.

The total amount spent is:

- $1.13 million - Software Implementation and enhancements project-to-date
- $1.06 million - Vendor hosting, maintenance and support for 5 years

- **$2.19 million - Total**

SCHEDULE, TIME CONSTRAINTS, DEPENDENCIES

This project is multi-year with an initial implementation followed by subsequent annual functionality and enhancement implementations. Changes in current legislation and additional health care legislation continue to create both time constraints and changing needs for this project. As with most multi-year projects of this type, the major dependency continues to be acquiring the necessary funding to meet the goals set forth by the Governor, comply with current and new legislation and meet the needs of the vulnerable population being served.

COLLABORATIONS and CONSOLIDATIONS

COLLABORATION

The project began with and continues to be a successful collaboration with the Interagency Commission for Substance Abuse (ICSA) and its constituent agencies, the Office of Drug Policy (ODP), and the private SUD providers.

CONSOLIDATION

Behavioral Health's CMH program is currently using an automated system that was developed and is supported and another Division within Health and Welfare. Analysis is ongoing to determine the feasibility of incorporating CMH into WITS. This consolidation of automation for all Bureaus within Behavioral Health is anticipated to provide additional savings and increased effectiveness and efficiently within the Division.